

## ALL CHILDREN ACHIEVE COMMITTEE

Executive Summary  
September 9, 2004

The meeting was convened at 1:35 p.m.

- a. Status Report on Implementation of Parks, Recreation and Neighborhood Services Multi-Service Delivery "Hub" Model (Parks, Recreation and Neighborhood Services)

**Upon motion of Councilmember Gregory, seconded by Vice-Chair Chirco, the Committee accepted the report.**

- b. Report on San José BEST Allocation Process (Parks, Recreation and Neighborhood Services) (*Deferred from August 12, 2004*)
- Update on San José BEST Eligible Service Providers

**Upon motion of Vice-Chair Chirco, seconded by Councilmember Gregory, the Committee accepted the report.**

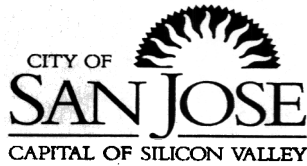
- c. Youth Commission Workplan Update (Parks, Recreation and Neighborhood Services/Mayor's Office)
- Police Department's Youth Advisory Council

**Upon motion of Councilmember Gregory, seconded by Vice-Chair Chirco, the Committee accepted the report.**

- d. Oral Petitions
- e. Adjournment

The meeting was adjourned at 3:05 p.m.

  
Ken Yeager, Chair  
All Children Achieve Committee



## ALL CHILDREN ACHIEVE COMMITTEE

### Meeting Report September 9, 2004

**PRESENT:** Chair Ken Yeager, Vice-Chair Judy Chirco, and Councilmember Terry Gregory

**ABSENT:** Vice-Mayor Pat Dando (excused)

**STAFF:** Jim Holgersson, Barbara Jordan, Avo Makdessian, Maria Hurtado, Joan Carrico, Angel Rios, Albert Balagso, Zulma Maciel, Paul Perreira, Lt. Rich Saito, Carlota Montes, Adán Lupercio, Mario Maciel, Alex Niles, Norm Satake, Cindy Ludwig, Debbie Erwin, Jeanette Elizondo, Kelly Spivey, Betty Montoya, Joe Cardinalli, Diana Miller, Megan Doyle, Trang Nguyen, Dawn Wright, Christina Gilmore

The meeting was convened at 1:35 p.m.

- a. Status Report on Implementation of Parks, Recreation and Neighborhood Services Multi-Service Delivery "Hub" Model (Parks, Recreation and Neighborhood Services)

Joan Carrico, Deputy Director of Parks, Recreation and Neighborhood Services, presented the report. She introduced Paul Perreira, representing Strong Neighborhoods Initiative (SNI).

Joan reported that as part of the 2004-05 budget, PRNS proposed an evolution of the service delivery model that would shift resources towards a multi-service delivery system or hub model. This recognizes the long-standing inter-connectivity of community resources, such as schools, the County, the non-profit community-based organizations, and the City, in the delivery of wide array of parks, recreation and social services. By adopting this system in which the community assets are met and existing resources are coordinated, the City would be better positioned to ensure that core City services remain appropriate, accessible, affordable and adaptable.

As adopted, the staffing plan seeks to accomplish the following. PRNS is establishing a minimum level of staffing for each service area that is evenly distributed across each City service area. Beyond that, they have also provided some additional staffing, i.e. van drivers, recreation leaders for those sites that operate targeted senior or youth service oriented programs. Youth Intervention and STAND staff have been placed in areas where there is an

identified high percentage of youth, moderate or low income families and a high level of criminal incidents. Those hub areas that have additional staffing are Hank Lopez, Gardner, Solari and Moreland West.

In reallocating the staff resources, PRNS moved the oversight of the After School Program to the Administrative Services Division, thereby reducing duplicated efforts in regards to oversight and grants collaboration. The administrative functions of the After School are now under Deputy Director Joe Cardinalli. They have also developed a new work team, which focuses on fee activity classes or revenue generating programs. Five Recreation Specialists are now housed together to work on policies and procedures and consistencies of operation in terms of revenue generating programs. Later, they plan to distribute staff out into the fields at the hub sites. The Youth Intervention staff continue to be further decentralized, particularly the STAND Program, in order to provide services throughout the City.

Joan also explained communication strategies that have been implemented. Staff have been in ongoing conversations with community members who attend the centers, listening to their concerns and priorities in programs and services they want to continue to see. They also have had continuous meetings with the community about the staffing changes. Joan also mentioned that they are now conducting resource fairs at each of the hub sites throughout September and into the fall. They will also be doing ongoing evaluation and surveys of the community to get their feedback on how the hub model is working and how their needs are being met.

Joan stated that staff transition started in August and currently, most are in place in their new assignments.

Paul Perreira spoke of staffing changes in the Strong Neighborhoods Initiative Program. He stated that the SNI Teams have consolidated into six areas and they are looking at moving into centers and service areas. He stated that the true spirit of SNI is that it is not a place where people go to for information; rather, they go to people and give them the information. Their purpose is to provide assistance to PRNS to help with operational efficiencies and complement staff in place at centers, to help with events, and as a multiple conduit of communication between City departments and the community.

Council Member Gregory asked how the Youth Intervention Services is decentralized. Maria Hurtado, PRNS Deputy Director, responded that PRNS wanted to incorporate the Safe School Campus Initiative staff into the hubs and they identified hubs across the city in those high need areas, primarily in Council Districts 3, 5, 7, and also an emerging need in the Cadillac area in Council District 1, to serve those communities. Some of those teams will focus on addressing concerns for the rest of the City. PRNS took time to look at the emerging needs in the community to make sure that staff is distributed more strategically. Deputy City Manager Jim Holgersson added that "strategic" is the key word. He stated that staff will be working with the neighborhoods and community-based organizations to help

frame strategically the programs that suit the neighborhood. The concept of the "hub" model is to better customize them to meet the needs in the surrounding neighborhood. Maria reiterated that it required PRNS to do a very different way of business, especially in the face of the \$2M budget cut. It required PRNS not to work in isolation from all the other resources in the community. The hub delivery model required them to look at their partners and be more strategic about how they deliver service and tap into the resources that are in the community, i.e. schools, etc. She also stated that SNI is a very strong partner in this strategy because they complement each other very well in the way they do outreach.

Another area that staff is looking at, as part of this new service delivery model is some revenue sharing. Some Council Districts are more successful in providing revenue-generating programs than others, so staff wants to find a way that they can take the revenue produced Department-wide and spread them in a more equitable way so that areas that are less capable can still provide very high level and high quality services to their communities.

Council Member Gregory stated that there is a great dependence on staff being present at community meetings to deal with questions that come up, mostly at the SNI meetings. Staff's presence is an integral part of making those meetings work well and be meaningful for the community. Paul stated that SNI staff would continue to attend the NAC meetings and those that require some consulting with City staff. He added that there might be less attendance at neighborhood association meetings. However, staff will continue to check back with the neighborhood leaders and to find out what their issues are.

Council Member Gregory also asked how often surveys and evaluations are done. Joan responded that some surveys are done continually, i.e. feedback with parents of participants. She added that they also need to set goals for themselves since the hub model was implemented. On a minimum, they will be doing them quarterly.

Chair Yeager asked about the communication strategy. He mentioned that some members of his Council District have concerns especially with the staffing changes. He asked how staff would track the information going back to the people who might have concerns. Joan responded that there are different forums by which they can get feedback from their participants. One is through advisory councils in most of the hubs. The most grassroots level is the day-to-day interaction in any center. Staff is always talking to participants, asking them how things are going, etc.

Council Member Gregory commented that there is concern within the community regarding these changes and there are different levels of nervousness, and he wanted to emphasize there is an absolute need to be sensitive to the areas that need hand-holding through this transition and really understand the needs of that neighborhood and do what we can to provide the level of support that they need.

Vice-Chair Chirco asked about the move of the After-School Program. Joan explained that only the administrative portion of the program that includes the grants oversight, training, policy and procedure setting, has been integrated with the Administrative Services Division

of PRNS. Joan assured the Committee that the programmatic oversight would remain in the service areas. Jim added that residents would not feel any impact on the services provided to them.

Vice-Chair Chirco also suggested that Council offices be notified of any staffing changes. Chair Yeager also advised staff to keep communication open – when staff hears of concerns or praises, to let the Council staff know and vice versa.

**Upon motion of Councilmember Gregory, seconded by Vice-Chair Chirco, the Committee accepted the report.**

- b. Report on San José BEST Allocation Process (Parks, Recreation and Neighborhood Services) (*Deferred from August 12, 2004*)
  - Update on San José BEST Eligible Service Providers

Maria Hurtado, Deputy Director, Parks, Recreation and Neighborhood Services, introduced Angel Rios, Recreation Superintendent, who has been heading the restructure of the Mayor's Gang Prevention Task Force (MGPTF), and Zulma Maciel, Senior Analyst who administers the San José BEST process.

Zulma gave a brief overview of the allocation process. She reported that an increase in incidences of gang violence in San José raised a discussion among members of the MGPTF on what BEST is currently funding, why there is an increase in gang violence, and what policy members should do to bring down the rate of violence. The MGPTF established new priorities and a shift in funding dollars. In the past, 70% of the funds went to prevention type services and only 30% to intervention services. Based on direction from the Mayor's Office and from the MGPTF, BEST staff developed an RFQ that meets the needs of youth with high-risk behaviors, specifically gang members. The RFQ was released in June and providers were given three weeks to submit proposals. They received 35 on July 19. A Review Committee was convened. Members included representatives from SJPD, the DA's Office, Parent Safety Council, Probation Department, East Side Union HS District, Alum Rock School District, San José Youth Commission, Project Cornerstone and PRNS. They evaluated the proposals and provided recommendations to staff on the kinds of service providers that demonstrated that they had the capacity to serve the population that MGPTF is targeting. A list of eligible service providers was later presented to and approved by the MGPTF Policy Team. BEST staff then created another committee that would match those providers with the priority needs areas.

The top three priority areas are:

- 1) develop relationships with gang members using asset-based intervention;
- 2) increase education and outreach to parents; and
- 3) work with San José school districts to find ways to decrease the number of youth dropouts.

The eligible services adopted by the MGPTF's Policy Team are:

- 1) Case management and youth support groups;
- 2) Gang mediation/intervention/crisis response;
- 3) Outpatient substance abuse services;
- 4) Services for adjudicated youth;
- 5) Domestic violence services;
- 6) Truancy case management services;
- 7) Day education programs;
- 8) Parent/family support services;
- 9) Community gang awareness trainings/capacity building; and
- 10) Unique service delivery for high risk youth

Contract negotiations are in progress during the month of September. Staff will take the list of eligible providers to Council for approval in October. Zulma also mentioned that the National League of Cities (NLC) has identified the City of San José and we have agreed to participate in a case study that will look at our system of collaboration with the Probation Department, schools and other providers that work with disconnected youth. NLC staff will be coming to San Jose in the fall to interview staff and service providers. San José BEST staff will also be visiting Philadelphia to attend a leadership academy for cities identified by NLC. The MGPTF will be having their retreat in October.

Vice Chair Chirco asked what eligible services are the most difficult to find qualified providers for. Zulma responded that they are gang mediation and crisis response. She stated that these services need a level of expertise with gang members and their families, using asset-based intervention and cognitive behavioral intervention that allow the family and the youth to recognize the problem to identify avoidance factors or skills and coping mechanisms. Vice-Chair Chirco also suggested adding to the list of eligible services providers the services each of them is providing. Zulma stated that at the conclusion of the negotiation process, they would have a list of all the eligible services that will be delivered by each agency.

Chair Yeager stated that the process that BEST follows in working with the MGPTF is a very good model.

**Upon motion of Vice-Chair Chirco, seconded by Councilmember Gregory, the Committee accepted the report.**

- c. Youth Commission Workplan Update (Parks, Recreation and Neighborhood Services/Mayor's Office)
  - Police Department's Youth Advisory Council

Angel Rios introduced Adán Lupercio, the newly elected Chair of the Youth Commission, and Carlota Montes, Vice-Chair.

Adán reported on the 2003-04 accomplishments of the Youth Commission's Strategic Work Plan. Some of the highlights are:

- A retreat was held in September 2003 that focused on creating the 2003-04 Strategic workplan.
- Another retreat was held in June 2004, which produced a draft of the 2004-05 Strategic workplan.
- Commissioners completed trainings through the Neighborhood Development Center (NDC) on public speaking, the Brown Act, and others.
- Youth Advisory Councils (YAC) have been established in CDs 1, 3, 4, 5, 7, 9 and 10. They will be established in CDs 2, 6, and 8 by October.
- On May 23, the Commission voted to recommend that Fire Station 27 be released back to surplus with the funds reallocate to the Los Paseos Youth Center. This was adopted by the City Council.
- The Commission participated in 10 citywide events, such as the Holiday Parade, groundbreakings and park dedications.
- Helped at the Annual Citywide Youth Track and Field Meet
- Created a brochure for the Youth Commission.

Vice Chair Carlota Montes spoke about the retreat that was held in June where the members worked on putting together the draft 2004-05 strategic workplan. She went over the Commission's core values, vision, mission and goals for 2004-05. She also presented the next steps that the Youth Commission will be working on. Some of these are:

- Finalizing a Council District-specific "action plan."
- Convening and facilitating a citywide Youth Advisory Council orientation to help clarify roles and identify youth-related projects on which they would like to advise
- Participating in the Parks and Recreation Commission as liaisons.

Carlota announced that Council Districts 3 and 5 are putting together a Youth conference on October 1, 2004, from 9:30 a.m. to 3:00 p.m. at the Mexican Heritage Plaza. She stated this is a way for youth in those districts to get educated on different subjects. She distributed invitations to the Committee members.

In closing, Angel stated that the Commission will continue to build on the foundation that was laid last year. He also acknowledged Councilmember Gregory, who is the Council Liaison to the Youth Commission, and who has been very supportive to the Commission. He also commended staff members Mario Maciel, Betty Montoya, Jennifer Arevalo, and Jeanette Elizondo for all the work and effort who put into supporting the Youth Commission.

Councilmember Gregory acknowledged Maria and Angel and their staff for taking charge to revitalize the Youth Commission to what it is now. He added that he is very impressed with

the Commission members now, not only that they show up at neighborhood meetings and events, but also for the energy and vitality they put into their projects. He suggested that Commission members establish a stronger connection with the Council Offices so that information about what is happening in a Commissioner's specific district could be exchanged and shared.

Vice Chair Chirco also commended the Youth Commission. She also encouraged them to talk to their Councilmembers, especially with regards to funding issues they would face as they meet their goals for the year.

Chair Yeager stated that as the Youth Commission has participated in the San José BEST funding process, he would also like to encourage them to participate in other grants allocation processes, such as the Healthy Neighborhoods Venture Fund.

Lt. Saito reported on the Police Chief's Youth Advisory Group. He stated that Chief Davis wanted to assess the relationship between the Police Department and each of the high schools. Schools liaisons identified 27 youth from 19 high schools and so far, have had two meetings where they discussed public safety issues from the students' perspective. This included discussions on relationship problems. The other purpose is to use these youth as their advocates for public safety. This is a two-way flow of communication.

Angel added that Citywide Youth Commissioner Michael Antonopoulos is the liaison to the Chief's Youth Advisory Group.

**Upon motion of Councilmember Gregory, seconded by Vice-Chair Chirco, the Committee accepted the report.**

d. Oral Petitions

e. Adjournment

The meeting was adjourned at 3:05 p.m.

  
Ken Yeager, Chair  
All Children Achieve Committee